Digital Library Facilities and Infrastructure Management YSU towards Bureaucratic Reform System 4.0. in the New Normal Era

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Abstract
This study aims to describe the management of digital library facilities and infrastructure at Yogyakarta State University (YSU) in the context of bureaucratic reform 4.0. in the new normal. The Covid-19 pandemic is considered a strategic momentum for implementing bureaucratic reforms that the Indonesian government has put forward in the 2000s. This research uses descriptive-qualitative to describe and analyze how the digital library has implemented a 4.0-based facilities and infrastructure management system. The three re-search results obtained are as follows. First, the YSU digital library has implemented facili-ties and infrastructure management according to institutional needs so that its service facili-ties meet international standards. Second, digital library facilities and infrastructure man-agement is a form of bureaucratic reform adaptive to change as projected through the In-dustrial Revolution 4.0. Third, the bureaucratic reform in the YSU digital library had a sig-nificant impact on good governance. During the Covid-19 pandemic, continued to provide the best service for the academic needs of students.

Keywords: *Management, Facilities and Infrastructure, Digital Library, Bureaucratic Reform*

INTRODUCTION

Yogyakarta State University (YSU) is Indonesia's largest education-based public univer-sity. Education in this context relates to the proportion of study programs whose gradua-tes are directing to become teachers or educators. Although after 1999, YSU had the sta-tus as a university, the history of this campus was initially inseparable from the Institute of Teacher Training and Education (IKIP). The change from institute to university is a bu-reaucratic change and the academic status that tends to be universal. In other words, the universality includes the opening of several non-educational study programs or commonly referred to as pure majors. The purity here gives legitimacy to UNY as a public universi-ty, unlike the previous status attached to it as a teacher-producing institution.

The change in format from the Institute of Teacher Training and Education to Yogyakarta State University has provided flexibility for institutions to continue to be adaptive to the times. As has been the trend since the 90s that positioned globalization as the primary reference that significantly impacts managerial governance, YSU's tendency to continue to increase its capacity and existence in universities, whether local, national, regional, or international, has been become a necessity. With a vision towards 2025, YSU has a solid commitment to "become a superior, creative, and innovative educational uni-versity based on piety, independence, and scholarship by 2025." The vision is translating into five operational points: "to implement good, clean, and authoritative governance and services in the implementation of higher education

autonomy to create a superior, creative, and innovative university based on piety, independence, and intelligence."

One of the dimensions of governance and services above is realized through digi-tal library management. Libraries now tend to be developed by following the Internet of Things (IoT) basis, which connects managerial governance entirely based on the cloud, big data, and artificial intelligence. These all characteristics 4.0. are part of the fourth wave of the Industrial Revolution, which has been considered a grand strategy for universities in the world in the last decade. The role of the organizational system is not only to provide convenience for students to access knowledge sources such as digital books, indexed journals, or articles from others but also to mark good governance bureaucracy.

Although digital libraries were initially considered just a companion to conven-tional libraries, such a dichotomous paradigm shifted along with the times. Digital librar-ies are not only new as in the last ten years but have been introduced since the 2000s. In that year, the role of Information and Communication Technology (ICT) was growing. Government institutions, including universities, ministries, and schools, are gradually us-ing ICT, including the rural system, although its realization has taken a long time. This transformational policy is not surprising that the year 2010 and above is referred to as the era of the Industrial Revolution 4.0, which places ICT as the main epicentre. This kind of transformation is also considered the right momentum for accelerating bureaucratic re-form.

Bureaucratic reform is a continuous improvement effort in the institutional body. This policy is considering bringing bureaucratic governance, including the management of facilities and infrastructure, in an inclusive, integrated, and effective manner. In addition, the Covid-19 pandemic that has spread since 2020 is an excellent opportunity to carry out bureaucratic reform. Over the past two years, no sector has spared the impact of the Covid-19 pandemic. All of humanity is simultaneously conditioned to do the new normal era. This era conditions the community to adapt to systemic changes that lead to health protocols. From the government sector to the private sector, the economic sphere to daily habits, like it or not, they must obey without exception. Among the strategic areas affect-ed, the government bureaucratic sector immediately made adjustments at the beginning of the pandemic. The bureaucratic sector as an institutional body and an extension of the state continues to be at the forefront of embracing the community to adapt together in the new normal era.

The pandemic momentum is the most appropriate timing for bureaucratic reform. Since the discourse on bureaucratic reform was intensified in the 2000s to adjust the body of state institutions to changing times, the talks have had ups and downs and were often delivered in elevated pulpits. The bureaucratic reform has a strategic point to evaluate and arrange the exact steps so that the New Public Service with Quality (New Public Service) is immediately realized. This target continues the government paradigm shift that has gone through three phases: Reinventing Government, Good Government, and New Public Management. All of this is pursued in the context of bureaucratic

reform in three areas, namely institutions, management, and human resources of the apparatus (General Guide-lines for Bureaucratic Reform, 2018)

Bureaucratic reform that includes institutional bodies and the State Civil Apparatus (ASN) sees the pandemic as an opportunity for change. Such a perspective, of course, denies pessimism during the pandemic, which is often associated with negativity, espe-cially considering the quality and performance of employees tend to decline due to critical situations. Since the government imposed PSBB, it has become PPKM; along with that, the government bureaucracy has continued to reinvent the institutional body and its em-ployees so that they are on a prime track in providing the best service to the community. Some central policies have been signed and operated by all universities and service levels that decision making to implementation in the field is monitored, measured, and openly.

The role of ICT-based facilities and infrastructure management for digital libraries is a significant component for the development of system 4.0. as well as bureaucratic Re-form in the era of the new normal. In addition to digital libraries integrating ICT systems guided by 4.0., significant changes are also felt for the development of human resources (HR). That aligns with the ideals of bureaucratic Reform, which is changing managerial governance and internalising human resources capable of digital literacy so that they are not disrupted as the innate fourth wave. Therefore, studies on facilities and infrastructure that focus on digital libraries are relevant to the bureaucratic reform agenda according to system 4.0. Bureaucratic Reform in the era of the new normal is not only essential but al-so significant for universities. In this context, the role and function of UNY as an educa-tional college is relevant because it has had a digital library since 2018.

YSU's digital library systems and facilities are entirely made up of Apple hardwa-re and software. Therefore, YSU's digital library is also known as "apple orchard" becau-se it refers to the brand used. The Digital Library was built through a financing scheme from the Islamic Development Bank (IDB), which is directing for the YSU academic community as a world-class campus identity (World Class University). In addition, the development of a digital library is projected as a preparation for higher education towards the status of a Legal Entity State University (PTN BH), which implies campus autonomy, in particular providing opportunities for income-generating efforts. In addition to the digi-tal library that has been built, 12 other buildings are included in the IDB financing sche-me. Thus, the construction of all the latest buildings at UNY, including the digital library, is part of the campus management's commitment to advancing university facilities and in-frastructure.

The relevance of the development of the quality and quantity of facilities and infra-structure of YSU is a plan for the development of quality management of education in higher education. Therefore, the development of facilities and infrastructure has a diame-trical relationship with optimizing the quality of education, which is prioritizing the see-ding of knowledge production. The relationship between infrastructure and the quality of education lies in the educational culture produced after

the physical development is com-pleted. Moreover, the quality of this education is marked by a digital library that collects thousands of indexed journals for students to use and provides a conducive space for them to continue improving their capacity and capability as young scholars.

Zazin (2017) states six crucial elements determining education quality: administra-tive support, facilities and infrastructure, methodologies, institutional facilities, teaching materials, and other resources. All of these are external supports that affect the quality of education, either directly or indirectly. Therefore, this research focuses on digital libraries as part of the facilities and infrastructure; determine the quality of education at universities such as YSU. However, the development of digital libraries is not only discussed as a separate entity but tends to be inherent in the perspective of facilities and infrastructure management in the context of 4.0. has a sophisticated and integrated building system. This effort will also look at how the management position of YSU's digital library facilities and infrastructure is seen as a form of the sustainability agenda of bureaucratic reform, which in the new normal era became the right monument.

Management of facilities and infrastructure plays a crucial role in improving hu-man resources. The relevance of facilities and infrastructure to optimising human re-sources is direct or indirect. On the direct implication, facilities and infrastructure allow subjects to develop individual competencies. This competence is very relevant for students who cannot be separated from academic activities. Facilities and infrastructure encourage them to be more productive in the learning process. Meanwhile, on the indirect implica-tion, facilities and infrastructure also show the progress of an educational institution in carrying out the educational process. Therefore, these direct and indirect impacts do not stand apart but become integral components that complement each other.

Facilities and infrastructure according to predetermined standards require organi-zational management. In this context, the management of facilities and infrastructure is imperative. Therefore, educational institutions from schools to universities require the ma-nagement of facilities and infrastructure to support the smooth running of the academic process (Darmastuti, 2014). In other words, the progress of educational institutions is marked by the quality of facilities and infrastructure management (Fuad, 2016). The Indo-nesian government has included the management component of facilities and infrastruc-ture in the juridical scheme. In the National Government Regulation of the Republic of Indonesia, in particular, Article 1 Number 19 of 2005, facilities and infrastructure have particular standards relating to the minimum criteria for study rooms, places of worship, places to exercise, libraries, workshops, laboratories, places of recreation and other lear-ning-oriented resources. To support the learning process.

The existence of this Indonesian government regulation has made the management of facilities and infrastructure a national policy, which in its management must meet speci-fic parameters so that the quality is guaranteed. Kiziltas et al. (2008)

explained in more detail that the management of facilities and infrastructure does include not only accurate and orderly management but also involves many non-technical activities such as "material tracking, progress monitoring, and assurance tasks." During this process, managerial acti-vities should not be carried out manually. Therefore, the role of technology in the ma-nagement of facilities and infrastructure is both an obligation. Moreover, it is a demand in the era of cyberspace as it is now.

Management of facilities and facilities based on information and communication technology requires other supporting variables such as information systems (Scholz et al., 2015; Shaw & De Sarka, 2021). Thereby facilities and infrastructure, and information systems are part of the infrastructure that has a structural system. The two do not stand alone but are interrelated, even forming a reciprocal relationship as a system. For example, the management of facilities and infrastructure is in an organizational system (universities, schools, or other institutions) that connects physical and technical components, all of which play a functional role in each region. This trend encourages efforts to manage facili-ties and infrastructure as something sustainable. In other words, this sustainability condi-tions the management of facilities and infrastructure that always goes hand in hand with the development of information systems to the organizational system paradigm centred on fundamentals 4.0. (Segawa et al., 2006).

Indicators of the quality of facilities and infrastructure, especially digital libraries, are marked by the acquisition of accreditation (Rejeki et al., 2021). These indicators de-pend on the accreditation provider, namely the government and the private sector. However, there are specific standards to assess the quality of a library, namely reference collections, form of library facilities, infrastructure, library services, librarian (librarian), administrative systems, and others. In Indonesia, National Library Standards assess servi-ces, processes, systems, and managers that are part of the National Accreditation Board for Higher Education (BAN-PT). Purwoko, Hardyanto, and Adhi (2019) mapped library accreditation instruments in tabular form.

Tabel 1. Library Accreditation

No	National Library Standard	Accreditation Instruments
1	Collection	Library Collection
2	Facilities and Infrastructure	Facilities and Infrastructure
3	Library Service	Library Service
4	Librarian	Librarian
5	Librarian Organization	Library Organization & Management Establishment
6	Management	Reinforcement Aspect
7	Information and communication technology	Reinforcement Aspect

Several points in the table above limit which orientation a library should be deve-loped. However, if some points are not organized through integrated management of faci-lities and infrastructure, the objectives to be achieved will not be implemented comprehen-sively. Therefore, libraries need reliable management to achieve each assessment indicator (Anunobi & Ezeani, 2011; Rossikhina & Orlova, 2021). Management of facilities and infrastructure in this context is a determining factor for the quality of libraries, especially in universities that later want to achieve international standards according to the Industrial Revolution 4.0.

RESEARCH METHODS

The method is a set of procedures or ways to systematically approach the object of re-search so that the formulation of the problem can be answered in a relevant manner. Be-cause the data object to be studied categorized descriptively, this study uses a qualitative approach that pretends to describe, analyze, and elaborate. Wiyono (2007) explains that the orientation of qualitative use seeks to understand social phenomena that occur factually with an analytical or interpretive perspective. Researchers build a direct relationship to the object of research, so the relationship between the two tends to be intensive. In addition, data acquisition was carried out using observations, interview guidelines, and literature studies that directly discussed the management of facilities and infrastructure.

The three operational steps are described as follows. First, make direct observa-tions at YSU's digital library to see in detail the facilities and infrastructure available in it. Second, conducting interviews with digital library managers, structural and functional managers to see to what extent the management of facilities and infrastructure is imple-mented. Third, comprehensively read library documents that discuss directly and indirect-ly digital libraries at YSU in order to find their relevance to the concept of system-based management of facilities and infrastructure 4.0. as well as the bureaucratic reform agenda in the new normal era.

RESULTS AND DISCUSSION

Legally, the foundation for developing ICT in Indonesia is regulated in Law Number 43 of 2007. Article 19 Paragraph 2 of it mentions optimizing libraries by using ICT. It is further stated as follows, "Library development is carried out based on the characteristics of the function and purpose and is carried out according to the needs of users and the community by utilizing information and communication technology." The legal aspects that provide juridical justification provide the legal basis for the development of digital libraries. However, the picture of digital library development has recently been far more advanced than the law passed in 2007. More than ten years since the law was passed, there has been a rapid trajectory of digital libraries, especially those at YSU.

ICT in the library not only carries out an automatic function but also a series of processes that make it easier for students to access some indexed journals for

knowledge production needs. This convenience is also added by the facilities and infrastructure of YSU's digital library, which includes reading rooms, discussion rooms, seminar rooms, and other physical facilities such as Apple-branded computers. Therefore, the quality of facilities and infrastructure in YSU's digital library has been standardized internationally.

Crosby explains quality as conformance to requirements whose position has been adjusted to consumer needs or fulfils what is known as fitness for us (Nasution, 2015). In other words, the facilities and infrastructure services at YSU's digital library, apart from guaranteed standards according to international indicators, have also been adjusted (links and matched) according to users' needs of products and facilities. In addition, the standards that underlie the quality of UNY's digital library are also correlated with educational standards as contained in the National Education Standards (SNP). Government regulations (PP) No. 19 of 2005 in Articles 3 and 4 states the function of the SNP as the basis for planning, implementing, and supervising education to realize quality national education.

Barnawin and Arifin (2017) further state that SNP is a standard based on minimum criteria. This standard means that the minimum criteria can still be developed further through strategic policies at educational institutions. YSU, as a higher education institution, derives strategic policies as stated in the Strategic Plan (Rienstra). Digital libraries are an inherent part of the Strategic Plan which includes facilities and infrastructure. As a scope that covers the field of physical facilities, digital libraries have been adapted to integrated quality management.

Integrated quality management is a strategy and management system that aims to optimize consumer satisfaction (academic community), whose position and involvement of structural and functional employees are vital. Performance standards carried out by employees or librarians in digital libraries are carried out in an integrated manner by fulfilling the zero-defect aspect (Sule, 2018). The performance standards between companies and universities (YSU) tend to be different. Integrated quality at YSU is an integral part of the world of higher education so that it is positioned as what Deming conceptualized, namely focusing on customers, culture, and capacity or usually known by the abbreviation 3C (Wijaya, 2008).

Figure 1. YSU Digital Library Front View

First, the intended customer is the YSU academic community who utilize digital library facilities. Students are the primary representation in this area, but students are not the main component. There are other academics besides students, namely lecturers from various disciplines. The next component is education personnel. However, education personnel are often not included as active consumers who use digital libraries because they tend to deal in the administrative realm. Therefore, lecturers and students are the parties who make the most use of YSU's digital library facilities and infrastructure.

Moreover, the vision of the centre of the library of YSU is "as a provider of information on science and technology", which is further elaborated on three missions:

1. Increasing the relevance and quality of integrated library system services to all service users within the university;
2. Applying information technology, technology which is essentially based on the concept of automation; and
3. Libraries not only as users but also as owners of data and information to support collaboration (resources sharing) with libraries and other information centres.

The contents of the vision and mission above have implications for the academic agenda to support the development of science, information, and technology. The three cannot be separated from each other because they are a cluster in the realm of knowledge production. In other words, the sources of knowledge provided by digital libraries are explicitly intended for lecturers and students according to their respective scientific fields.

Second, the culture that is developed in digital libraries is academic. From the perspective of facilities and infrastructure, this academic culture is shown through some projected facilities. The digital library building was inaugurated by Prof. Mohamad Nasir, PhD, on May 18 2018. This building has five floors with a total area of 4,212 m2. In addition, the facilities provided by YSU's digital library include 277 27-inch Apple-branded computers, video conferencing equipment, relatively fast WiFi access, and others.

In more detail, each floor in the YSU digital library has facilities and infrastructure, namely:

1. The basement floor, which contains a computer room with 100 Apple computers, a sound system, three projectors, UPS room with a capacity of 60 KVA, warehouse, hydrant room, janitor room, and toilets for visitors and employees;
2. The first floor has a lobby for resting and reading digital content, Smart TV, digital signage for digital information boards for visitors, pantry room, staff room, and toilets for visitors and employees;
3. The second floor has a private computer room with 77 IMAC computers, a server room, UPS with a capacity of 60 KVA, a prayer room, a computer room with 25 iMac computers, and a digitization room that can be used to scan printed archives;
4. The third floor has a computer room with 45 IMAC computers, a collaborative room with four smart TVs for presentations with a capacity of 24 people, a mini video conference room, and Polycom video conferencing facilities; and
5. The fourth floor is a video conference seminar room with widescreen facilities for 300 people, a control room, a UPS room with a capacity of 6 KVA, and a toilet.

Figure 2. Apple Facilities at the YSU Digital Library

Third, capacity is the quality of service due to optimizing facilities and infrastructure. If facilities and infrastructure facilitate mobility or access to knowledge resources in YSU's digital library, then in the context of capacity, we tend to see the extent of the strategic impact in the academic area. As described in the previous paragraph, digital libraries provide academic implications for the development of YSU students and lecturers. For example, YSU's digital library has subscribed to internal and external scientific journals such as YSU e-resources, physical book catalogues, YSU journals, student journals, and the YSU repository.

Meanwhile, for external journal data sources, digital libraries have subscribed to Proquest, JStor, Ebsco, Springerlink, as well as accessing off-campus journals. In addition, there are other available sources, namely iPusnas e-book, Summon Ristekdikti, Garuda Ristek Dikti, Indonesia One Research, Proquest, Cambridge, and IG Group. These facilities are part of the digital library's efforts to develop intellectual capacity for YSU lecturers and students. This service is legally marked by acquiring a certificate of cooperation with YSU as an institution that is a member of the State University Library Cooperation Forum (FKP2TN) on January 2, 2021.

Figure 3. YSU Obtains Cooperation Certificate from FKP2TN

The cooperation forum is an integral part of the open digital library development agenda so that the ecology of knowledge production or the academic tradition of the YSU academic community can develop sustainably. In the era of the Industrial Revolution 4.0. institutions and personnel are directed connectedly. Therefore, YSU's digital library is also conditioned in such a way as to provide services in a distributive, circular, and inclusive manner. In the context of bureaucratic reform, YSU's digital library's trend is also a realization of e-government in a juridical manner, as stated in Presidential Instruction Number 3 of 2003. Thus, government based on internet technology networks gives birth to the digitization of all fields and projects strategic direction of bureaucratic reform oriented to the 4.0 system.

Insights 4.0. in the digital library system also streamline services widely without fear of limitations of space and time. In other words, during the new normal, YSU's digital library adapts online services because the applications provided can be accessed anywhere without being connected to campus wifi. In a bureaucracy, this positive aspect is manifested in two forms. First, the bureaucracy seeks to be at the forefront of service to the academic community. They are second, optimizing the use of information and communication technology.

Although services to the academic community during the new normal are carried out entirely online, the government bureaucracy has also developed inclusive, interactive applications so that the presence of library staff for students and lecturers remains coordinated. As government employees, librarians or YSU digital libraries

carry out managerial functions. Sarwono Kusumaatmadja detailed three things that encourage ASN to work cleverly, and all three become an inherent part of an adaptive bureaucracy. First, anticipatory thinking (think ahead), reviewing the results of thinking (think again), and thinking laterally, horizontally, and across disciplines (think across).
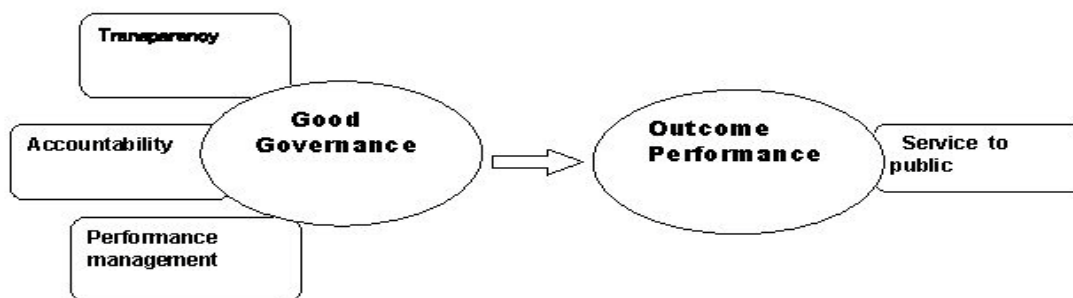

Figure 3. Bureaucratic Reform Framework in Indonesia

The encouragement of library employees, as described above, is an internal capital represented by quality human resources to carry out bureaucratic reform. Innovations carried out by employees, on the one hand, fight the slanted stigma that the bureaucracy is difficult to change because the policies in it are often conditioned in such a way as to stagnate (Pierson, 2000). However, on the other hand, the track record as projected by YSU's digital library staffing management tends to be the opposite, and their steps follow the opinion of bureaucratic bodies that have reactionary or adaptive potential to change (Janssen & Van der Voort, 2016).

Nevertheless, external factors that encourage changes in the bureaucracy to respond quickly, among others, are marked by a pandemic. Therefore, the pandemic conditions have made environmental changes dynamic, and ASN inevitably is precarious to carry out reorganization, reorientation, and strategy. Apriliyanti & Pramusinto (2020) said this condition conditions the state apparatus to perform resilience with agile steps or attitudes. As further stated as follows: "The concept of agility emphasizes the importance of being quick or agile. If an organization can respond to an issue more quickly, then any form of error or error can be the basis for improving organizational behavior" (Apriliyanti & Pramusinto, 2020).

The Covid-19 pandemic teaches three things that make ASN understand the potential and capacity of their employees. These three positions include:
1. Employees as part of a policy network,
2. Implementing officials who not only comply with staffing procedures but also health protocols whose estuary is the "data and science" regime, and
3. Radical changes regarding the institution's internal performance procedures.

All of this is at least based on the ability of employees to increase their capacity, especially in the areas of digital literacy, management literacy, and scientific literacy. This capacity can be seen when ASN must master information and communication technology capabilities, which are shrewd in operating the Zoom application, Google Meet, and so on and understand how mastery is part of the 21st-century competence marked by the Industrial Revolution 4.0.

As mentioned above, the pandemic teaches employees to carry out their duties and functions in interdisciplinary science. In other words, ASN does not only work in institutions or performance domains focused on their fields but also synergizes all forms of organizational potential until an innovation has a strategic impact on society. The pandemic has indeed become a very decisive game-changer for (a) bureaucratic reform and (b) the timing of improving the quality and capacity of ASN. With all forms of breakthroughs made by the bureaucratic body, performance optimization in the new normal will undoubtedly follow as long as it is brave, precise, and agile in winning game-changers. Thus, the management of facilities and infrastructure represented by digital library employees with various facilities provided to the YSU academic community is a form of readiness for bureaucratic reform and the integrated system it produces according to the 4.0 foundation. Without adequate facilities and infrastructure, the quality of academic activities cannot be carried out optimally (Ismaya, 2015). In this context, the existence of digital libraries becomes significant for the management of facilities and infrastructure.

CONCLUSIONS

YSU's digital library is part of system-oriented facilities and infrastructure 4.0. All forms of services provided by digital libraries for academic purposes, both lecturers and students, have been directly proportional to the quality of knowledge production. However, the quality of facilities and infrastructure projected by YSU's digital library will not reach its maximum without organizational efforts that are inclusive, systematic, and comprehensive. Therefore, the management of facilities and infrastructure is an absolute must for the development of digital libraries. This development is also a part of bureaucratic reform, primarily covering institutional facilities and infrastructure, which universities realize in this research. The Covid-19 pandemic that gave birth to an era of new normalcy is also the right momentum for accelerating bureaucratic reform at YSU. The bureaucratic reform projected by YSU's digital library is represented by an increase in the service provision of facilities and infrastructure that is adapted to a 4.0-based organizational system.

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